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[CLICK HERE FOR CEO's REPORT DATED JUNE 20, 2011](#)

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# County of Los Angeles CHIEF EXECUTIVE OFFICE

Kenneth Hahn Hall of Administration  
500 West Temple Street, Room 713, Los Angeles, California 90012  
(213) 974-1101  
<http://ceo.lacounty.gov>

WILLIAM T FUJIOKA  
Chief Executive Officer

March 24, 2011

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: William T Fujioka  
Chief Executive Officer

Richard Sanchez  
Chief Information Officer

Board of Supervisors  
GLORIA MOLINA  
First District

MARK RIDLEY-THOMAS  
Second District

ZEV YAROSLAVSKY  
Third District

DON KNABE  
Fourth District

MICHAEL D. ANTONOVICH  
Fifth District

## **MOTION TO REPORT BACK TO THE BOARD ON RECOMMENDATIONS TO FACILITATE AND FORMALIZE DATA SHARING OPPORTUNITIES AND REQUIREMENTS FOR ALL FUTURE ENTERPRISE-WIDE INFORMATION TECHNOLOGY PROJECTS (ITEM NO. 2, BOARD AGENDA OF FEBRUARY 8, 2011)**

On February 8, 2011, on a motion by Supervisor Knabe, your Board directed the Chief Executive Officer (CEO) and Chief Information Officer (CIO) to report back on recommendations to facilitate and formalize data sharing opportunities and requirements for all future enterprise-wide information technology (IT) projects in the County. Supervisor Knabe clarified in his motion that data and/or software systems that are part of closed systems that require protection and confidentiality of data will retain existing protections and security procedures as required by current and/or future local, state, or Federal statutes or policies.

### The Need for Enterprise Information Management

Over the years, County departments have made significant investments in information technology solutions to be more efficient and effective in delivering services. Many of these systems focus on streamlining business processes and delivering enhanced services to their target populations. These systems were implemented in response to business and programmatic imperatives and requirements within departments and do not readily support cross-departmental information sharing and collaboration.

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Additionally, business needs and trends have emerged that necessitate a holistic countywide approach to information management among County departments and service clusters:

**Trend 1: Increasing need for trusted customer information beyond department and service cluster boundaries to improve services and manage risks.**

Impact: The different ways constituents interact with County departments and/or obtain County services and information has resulted in a need for a comprehensive client-centric view of information across departments and service clusters. A countywide information management strategy will support informed decision making, improved services, and possibly assist in the detection and possible prevention of fraudulent activities.

**Trend 2: Increasing number of initiatives to share and exchange information.**

Impact: Several County departments have started on information management, sharing or exchange initiatives, i.e., Adult Linkages Project, Electronic Suspected Child Abuse Reporting System, Enterprise Master Person Index, Los Angeles Network of Enhanced Services' Health Data Highway, Family and Children Index, and the Los Angeles Document Exchange. A countywide information management strategy will assist in avoiding building information silos or duplicate solutions that are expensive and inefficient to manage and interoperate.

**Trend 3: Emerging federal and state regulations for information sharing and exchange.**

Impact: Regulatory requirements, such as Health Care Reform, Electronic Health Record, Regional Health Information Exchange, and Global Federated Identity, and Privilege Management initiatives require departments to implement standards and guidelines for information sharing and exchange. A countywide information management strategy can orchestrate a coordinated response to these federal and state regulations.

**Trend 4: Economic pressure to maximize the use of IT resources through infrastructure consolidation and data de-duplication.**

Impact: A recent CIO survey of departments indicates that there are over 4,400 servers deployed in 66 data centers across the County. Internal Services Department also projected that their storage needs will increase by 26% in

2011<sup>1</sup>. A countywide information management strategy would identify opportunities for selective infrastructure consolidation and de-duplication of enterprise data.

#### Proposed Countywide Information Management Program

The trends described above require an enterprise approach to manage and share information across departments, one that can be addressed by a Countywide Information Management Program. Many states and local municipalities, including California, Colorado, State and City of New York, Washington State, Oregon, Michigan, Cook County, Harris County have implemented similar programs (often led by a Chief Data Officer or Information Architect) in their efforts to more effectively and efficiently manage and share information among their agencies and departments.

A Countywide Information Management Program will:

1. Establish data and information management policies and processes that improve quality of services and operational efficiencies through selective consolidation and elimination of duplicate data on IT resources.
2. Improve data and information management quality by:
  - A. Identifying data and information ownership and responsibilities for managing the quality of the information;
  - B. Integrating information management improvements into CIO and departmental IT processes;
  - C. Building and managing an information architecture or blueprint to identify information sharing opportunities and guide information sharing initiatives; and
  - D. Assuring quality and compliance with approved information management standards and processes.
3. Coordinate responses to regulatory compliance requirements, including information availability privacy, and security.

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<sup>1</sup> Internal Services Department estimates that the County's current 2.3 quadrillion bytes ( $2.3 \times 10^{15}$  bytes) of data is expected to increase by 600 trillion bytes in 2011.

4. Enable and coordinate cross-organizational collaboration and information sharing among departments, service clusters, authorized service intermediaries, and constituents.
5. Enable a comprehensive understanding of the constituents and County services they receive will allow for more effective and efficient delivery of services facilitated by the use of common data definitions, toolsets, and shared technologies.

#### Recommendations

To begin addressing duplication of data and identifying opportunities for sharing of data that can lead to meaningful information sharing, the following action is recommended:

1. Within 30 days, define and incorporate information sharing practices into the County CIO processes, including the CIO Analysis that accompany all IT related Board letters, the County's IT Business Automation Planning process, and ongoing CIO oversight of departmental IT activities.
2. Establish an Information Sharing Advisory Committee comprised of stakeholder departments to work with the CIO to:
  - A. Develop a Countywide Information Management Program and report back to the Board within 60 days with a draft policy on the Countywide Information Management Program; and
  - B. Develop a County Information Management Strategic Plan framework within 60 days and complete the plan within 90 days.

Please let me know if you have any questions, or your staff may contact Richard Sanchez, Chief Information Officer at 213-253-5600.

WTF:EFS:RS:PL:pg

c: Executive Office, Board of Supervisors  
County Counsel  
Board IT Deputies



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WILLIAM T FUJIOKA  
Chief Executive Officer

June 20, 2011

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: William T Fujioka  
Chief Executive Officer

Richard Sanchez  
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## **DATA SHARING OPPORTUNITIES AND REQUIREMENTS FOR ENTERPRISE-WIDE INFORMATION TECHNOLOGY PROJECTS – STATUS REPORT NO. 1 (ITEM NO.2, BOARD AGENDA OF FEBRUARY 8, 2011)**

On February 8, 2011, on motion by Supervisor Knabe, your Board directed the Chief Executive Officer (CEO) and Chief Information Officer (CIO) to report back with recommendations to facilitate and formalize data sharing opportunities and requirements for all future enterprise-wide Information Technology (IT) projects.

On March 24, 2011, the CEO and CIO submitted a report with the following recommendations:

1. Define and incorporate information sharing practices into CIO processes, including CIO Analysis, the County's IT Business Automation Planning (BAP) process, and departmental IT oversight;
2. Prepare and submit a Board policy to establish a Countywide Information Management Program; and
3. Establish an Information Sharing Advisory Committee comprised of stakeholder departments to develop a County Information Management Strategic Plan.

This memorandum provides a report on the status of the CIO's efforts in implementing the above recommendations.

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### Update CIO Processes

The CIO has incorporated information sharing requirements into the County's BAP process and department IT oversight activities. Proposed revisions to the CIO Analysis will be reviewed with CEO and Board Deputies, and comments will be incorporated and submitted to the Audit Committee for review. Upon Audit Committee approval, *Board Policy 6.020 – Chief Information Office Board Letter Approval* will be updated to reflect the revised CIO Analysis.

### Countywide Information Management Program Policy

In May 2011, the CIO established a Technology Management Framework (TMF) to enhance collaboration on IT directions, policies, and standards. TMF was presented to Board IT Deputies at the May 5 and June 1, 2011 Operations Cluster Meetings.

A key element of the TMF is the formation of a CIO Council, comprised of Department Chief Information Officers and Information Technology Managers, which enables the CIO to collaborate on the development of IT policies for CEO consideration and recommendation to the Board. In June 2011, the CIO will convene an Information Management Advisory Committee to review a draft policy to establish a Countywide Information Management Program and work with the CIO Council to solicit feedback. After the draft policy has been vetted with the CIO Council, Board Offices, and other stakeholders, we will submit the policy for your Board's approval.

### Countywide Information Management Strategic Plan

In April 2011, the CIO coordinated a series of Information Management and Data Governance Workshops with representatives from the Service Integration Branch (SIB) and Information Systems Advisory Body (ISAB). The purpose of the workshops was to help develop a County Information Management Roadmap to promote countywide data sharing opportunities and coordinate data sharing initiatives. CIO will start working with the Information Management Advisory Committee in June 2011 to develop a Countywide Information Management Strategic Plan based on the roadmap and recommendations from the workshops.

We will be providing your Board with periodic updates on these data sharing initiatives. Please let me know if you have any questions, or your staff may contact Richard Sanchez, Chief Information Officer, at 213-253-5600.

WTF:RS:pg

c: Executive Office, Board of Supervisors  
County Counsel  
Board IT Deputies



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November 16, 2011

To: Mayor Michael D. Antonovich  
Supervisor Gloria Molina  
Supervisor Mark Ridley-Thomas  
Supervisor Zev Yaroslavsky  
Supervisor Don Knabe

From: William T Fujioka  
Chief Executive Officer

Richard Sanchez  
Chief Information Officer

## **DATA SHARING OPPORTUNITIES AND REQUIREMENTS FOR ENTERPRISE-WIDE INFORMATION TECHNOLOGY PROJECTS – FINAL STATUS REPORT (ITEM NO.2, BOARD AGENDA OF FEBRUARY 8, 2011)**

On February 8, 2011, on a motion by Supervisor Knabe, your Board directed the Chief Information Officer (CIO) and Chief Executive Officer (CEO) to report back with recommendations to facilitate and formalize data sharing opportunities and requirements for all future enterprise-wide information technology (IT) projects.

On March 24, 2011, the CEO and CIO submitted a report with the following recommendations:

1. Define and incorporate information sharing practices into CIO processes, including CIO Analysis, the County's IT Business Automation Planning (BAP) process, and departmental IT oversight;
2. Prepare and submit a Board policy to establish a Countywide Information Management Program; and
3. Establish an Information Sharing Advisory Committee comprised of stakeholder departments to develop a County Information Management Strategic Plan.

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Each Supervisor  
November 16, 2011  
Page 2

On June 10, 2011, the CEO and CIO provided a status update report stating that a draft policy to establish an Information Management Program will be reviewed with the recently established CIO Council and that information sharing requirements have been incorporated to the CIO's annual BAP process and also to the IT oversight activities.

This memorandum provides a final report on the status of the CEO and CIO's efforts to address your Board's Motion.

#### Countywide Information Management Sharing and Management Policy

In July 2011, the CIO convened an Information Management Advisory Committee to review a draft policy to establish a Countywide Information Management Program. This draft policy was also vetted with the CIO Council, an advisory body comprised of department Chief Information Officers/IT Managers. This draft policy is scheduled to be presented to the Audit Committee for their review on November 17, 2011. Upon Audit Committee approval, the CIO will prepare and submit *Board Policy 6.200 – Information Sharing and Management* to your Board for approval (Attachment A).

In the FY 2011-12 Supplemental County Budget, your Board approved a budgeted position for a Chief Data Officer to coordinate the implementation of a Countywide Information Management Program.

#### Updated CIO Analysis

The CIO has incorporated information sharing requirements into the County's BAP process and department IT oversight activities. Proposed revisions to the CIO Analysis, which accompanies each Board technology related request, will also be presented to the Audit Committee on November 17, 2011. Upon Audit Committee approval, *Board Policy 6.020 – Chief Information Office Board Letter Approval* will be updated to reflect the revised CIO Analysis (Attachment B).

If you have any questions, please have your staff contact Deputy Chief Executive Officer, Ellen Sandt at (213) 974-1186 or Chief Information Officer, Richard Sanchez at (213) 253-5600 or [rsanchez@cio.lacounty.gov](mailto:rsanchez@cio.lacounty.gov).

WTF:EFS:RS:cg

#### Attachments

c:     Executive Office, Board of Supervisors  
       County Counsel  
       Audit Committee



*Los Angeles County*  
**BOARD OF SUPERVISORS POLICY MANUAL**

ATTACHMENT A

Policy #:	Title:	Effective Date:
6.200	Information Sharing and Management Policy	00/00/00

## PURPOSE

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To establish a County Information Management Program supported by countywide policies to facilitate information sharing, improve coordination and delivery of services, and ensure the effective use of Information Technology (IT) and data-related assets.

## REFERENCE

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- Board of Supervisors Policy No. 6.100 – Information Technology and Security Policy
- Board of Supervisors Policy No. 7.100 – Identity Theft Prevention Program
- Board of Supervisors Policy No. 3.040 – General Records Retention and Protection of Records Containing Personal and Confidential Information
- Health Insurance Portability and Accountability Act (HIPAA) of 1996
- Health Information Technology for Economic and Clinical Health (HITECH) Act of 2009
- Amended sections 114 and 315 of the Fair and Accurate Credit Transactions (FACT) Act of 2003

## POLICY

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There is a growing demand for the sharing and exchange of information across County programs, departments, and service clusters within established County privacy and security policies and standards in accordance with, but not limited to the Countywide Information Security Program Policy No. 6.100. The Chief Information Office (CIO) will establish a County Information Management Program that will collaboratively work with County stakeholders to:

- Develop and adopt an Information Management Framework to facilitate the development and adoption of a County Information Architecture, data standards, practices, and technologies;
- Develop and implement a governance process for data stewardship and managing the quality of County enterprise data;

- Provide advice to departments, agencies and or commissions of the requirement to utilize the Information Management Framework;
- Oversee and ensure the adoption of approved data standards and technologies; and
- Ensure alignment with the Countywide Information Security Program.

The County Information Management Program will establish County data standards and technologies to which departments shall adhere. Departments, at their discretion, may enhance the County data standards by defining additional data standards based on their business requirements.

## **RESPONSIBILITIES**

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### **Departments, Agencies, and Commissions:**

Department Heads are responsible for ensuring appropriate IT use within their Departments.

### **Chief Data Officer, Chief Information Office:**

The Chief Data Officer reports to the CIO and is responsible for the Information Management Program for the County. Responsibilities include:

- Collaborating with the County's various information sharing projects and initiatives to create an Information Management Strategy and to create data standards that facilitate Countywide information sharing and management.
- Collaborating with the Chief Information Security Officer (CISO) to ensure compliance with County privacy and security policies and standards, and alignment with the County Information Security Program and County Information Security Strategic Plan.
- Work with the CIO Leadership Committee and CIO Council to:
  - Develop an end-to-end approach for information management from intelligent data capture, to master data management, and data quality management;
  - Adopt a strategic approach to data governance, as well as develop and implement data sharing policies and standards; and
  - Identify opportunities to reduce information sharing project and operating costs using adopted data sharing and exchange standards, practices, and technologies.
- Evaluating, designing, and implementing common technologies and information management best practices that maximize County investments and reduce project and operating costs.

### **Department IT Management/CIO:**

Department IT management shall be responsible for organizational adherence to Countywide technology and information management policies. Where appropriate, Department IT Manager or CIO will designate an individual(s) who will work collaboratively with the Chief Data Officer to develop and implement data standards, practices, and

technologies.

**Policy Exceptions:**

Requests for exceptions to this Board policy shall be reviewed and approved by the CIO and CISO with notification to the Board of Supervisors. Departments requesting exceptions shall document and submit their requests to the CIO. The request should specifically state the scope of the exception along with the justification for granting the exception, the potential impact(s) and risk(s) granting the exception, costs, and timeframes for complying with the policies set forth herein. The CIO shall review such requests and confer with the requesting department. CIO will notify the Board of Supervisors of any and all exemptions granted for this policy.

**RESPONSIBLE DEPARTMENT**

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Chief Information Office

**DATE ISSUED/SUNSET DATE**

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**Issue Date: December 1, 2011**

**Sunset Date: November 31, 2016**



## Chief Information Office CIO Analysis

NUMBER:

CA xx-xx

DATE:

Enter a date.

SUBJECT:

**Board Letter Subject/Title**

RECOMMENDATION:

☐ Approve☐ Approve with modification☐ Disapprove

CONTRACT TYPE:

☐ New contract☐ Sole Source☐ Amendment to Contract #: Enter contract #.☐ Other: Describe contract type.

CONTRACT COMPONENTS:

☐ Software☐ Hardware☐ Telecommunications☐ Professional Services

SUMMARY:

**Department executive sponsor:** [Click here to enter text.](#)**Description:** [Click here to enter text.](#)**Contract amount:** Enter contract amount. **Funding source:** Enter funding source.☐ Legislative or regulatory mandate☐ Subvened/Grant funded: Enter %

### ***Strategic and business analysis***

PROJECT GOALS AND OBJECTIVES:

Has a project charter been established and a business justification made? Are project goals and objectives clearly described? Are they reasonable?

BUSINESS DRIVERS:

Have business drivers been clearly defined and communicated? Are they reasonable?

PROJECT ORGANIZATION:

Are project sponsors identified and is project governance established?

PERFORMANCE METRICS:

Describe how project success will be determined.

STRATEGIC AND BUSINESS ALIGNMENT:

Describe alignment with business objectives and CIO Strategic Directions.

PROJECT APPROACH:

COTS vs. custom developed. Phased vs. big bang implementation.

ALTERNATIVES ANALYZED:

[Click here to enter text.](#)

<b>Technical Analysis</b>	<p>ANALYSIS OF PROPOSED IT SOLUTION:</p> <p>Provide analysis of proposed IT solution in terms of alignment with CIO Strategic Directions, as well as programmatic considerations, e.g. information security, information sharing opportunities, consideration for strategic sourcing, etc.</p>																				
<b>Financial analysis</b>	<p>BUDGET:</p> <p><b>One-time costs</b></p> <table data-bbox="495 451 1112 630"> <tr> <td>Hardware .....</td><td>\$ Enter amount.</td></tr> <tr> <td>Software .....</td><td>\$ Enter amount.</td></tr> <tr> <td>Services.....</td><td>\$ Enter amount.</td></tr> <tr> <td>County staff .....</td><td>\$ Enter amount.</td></tr> <tr> <td><b>Total one-time Costs:</b></td><td><b>\$ Enter amount.</b></td></tr> </table> <p><b>Ongoing annual costs:</b></p> <table data-bbox="495 703 1112 882"> <tr> <td>Hardware .....</td><td>\$ Enter amount.</td></tr> <tr> <td>Software .....</td><td>\$ Enter amount.</td></tr> <tr> <td>Services.....</td><td>\$ Enter amount.</td></tr> <tr> <td>County staff .....</td><td>\$ Enter amount.</td></tr> <tr> <td><b>Annual ongoing costs:</b></td><td><b>\$ Enter amount.</b></td></tr> </table> <p>Describe assumptions and financing methods, as applicable.</p>	Hardware .....	\$ Enter amount.	Software .....	\$ Enter amount.	Services.....	\$ Enter amount.	County staff .....	\$ Enter amount.	<b>Total one-time Costs:</b>	<b>\$ Enter amount.</b>	Hardware .....	\$ Enter amount.	Software .....	\$ Enter amount.	Services.....	\$ Enter amount.	County staff .....	\$ Enter amount.	<b>Annual ongoing costs:</b>	<b>\$ Enter amount.</b>
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County staff .....	\$ Enter amount.																				
<b>Annual ongoing costs:</b>	<b>\$ Enter amount.</b>																				
<b>Risk analysis</b>	<p>RISK MITIGATION:</p> <p>1. Describe risk in terms of probability, impact and mitigation measure(s).</p>																				
<b>CIO Approval</b>	<p>PREPARED BY:</p> <table data-bbox="446 1249 1404 1333"> <tr> <td>_____</td><td>_____</td></tr> <tr> <td>Name, Sr. Associate CIO</td><td>Date</td></tr> </table> <p>APPROVED:</p> <table data-bbox="446 1501 1404 1554"> <tr> <td>_____</td><td>_____</td></tr> <tr> <td>Richard Sanchez, County CIO</td><td>Date</td></tr> </table>	_____	_____	Name, Sr. Associate CIO	Date	_____	_____	Richard Sanchez, County CIO	Date												
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Please contact the Office of the CIO (213-253-5600 or [info@cio.lacounty.gov](mailto:info@cio.lacounty.gov)) for questions concerning this CIO Analysis. This document is also available online at <http://ciointranet.lacounty.gov/>